

Reinventing the government operations tech stack

Why technology built for private companies fails America's public servants, and how to fix it



Abstract

Commercial software tools — from CRMs to document repositories to AI chatbots — were built for private companies with hierarchies, contracts, and linear processes. But government work is fundamentally different: it's cross-organizational, omni-directional, and requires constant collaboration across agencies, nonprofits, and community partners. This structural mismatch isn't just frustrating — it actively prevents 15 million public servants across 90,000 state and local agencies from effectively serving their communities.

The consequence?

Emergency responders waste critical hours searching for mutual aid agreements during disasters. Disease outbreaks spread faster when health departments can't quickly share case data across jurisdictions and contact tracers duplicate efforts calling the same individuals because systems don't sync in real-time.

Veterans experiencing homelessness wait longer for housing because coordinators can't find the right partners. In general, initiatives stall because information sits locked in siloed systems that partners can't access. The technology gap translates directly into wasted taxpayer dollars, duplicative efforts, and worse outcomes for vulnerable populations.

The solution requires purpose-built technology that enables the Five Functions of Government — how public servants actually plan, communicate, coordinate, organize, and measure their work. Even better, technology will connect through all five functions to provide a common operating picture to public servants through every step of their operations. Delivering technology designed and engineered with government work at its core is a civic imperative for our nation.

Government operations: Ongoing coordination and program execution

In the United States, there are more than 15 million people working full time across more than 90,000 state and local government agencies. They're responsible for delivering countless, critical services to their communities. They're building and maintaining critical infrastructure, managing public health programs, and responding to emergencies. They're helping people experiencing homelessness find permanent housing, providing for the public's safety. They're overseeing public education, supporting veterans' services, and so much more.

State and local governments also manage public resources, like the collection and allocation of taxes and public parks. They administer elections. They're implementing policy – whether passed by executive order or through the legislature – often with broad discretion on how policy becomes practice.

The host of responsibilities for state and local governments often intersects with other state and local agencies, as well as the federal government and non-governmental institutions, making government operations – how work gets done by public servants across these institutions – an inherently collaborative, complex operating environment.

Government operations are also fundamentally different from private sector organizations in two meaningful ways.

The first bucket can be called “structural differences.” How and why a government agency operates versus how and why a private institution operates are different at their core because they are different organisms. At risk of oversimplification, public companies' primary incentive is to make money. Government agencies, on the other hand, have a primary incentive to support the needs of their communities per the legislative and regulatory priorities, as well as known needs from communities themselves.

Private companies typically work with a defined, stable set of partners — vendors, suppliers, customers, and maybe some contractors — who they can select. They coordinate through organizational hierarchy and contracts. If two departments need to work together, like sales and marketing, there's ultimately a shared executive who can mandate coordination. Government work is, on the other hand, cross-organizational, omni-directional, and requires constant collaboration across agencies, nonprofits, and community partners where no one individual can mandate cooperation.

“Structural differences,” then, is the delta between the shape of private and public institutions and how they function as a result of their incentives and goals.

The second bucket are “workflow differences” that stem from structural differences. Among the litany of lines of business in commercial organizations, you'll find little overlap with how a government agency achieves its mission.

For that reason, government institutions don't “look like” private companies — they don't have sales functions, nor do they have traditional marketing or customer success functions — meaning the day-to-day work of employees is, then, also fundamentally different.

Workflows in government manifest themselves uniquely, under a framework Roundtable calls The Five Functions of Government.

The five functions of government

Our team has worked in close coordination with thousands upon thousands of public servants. Throughout our conversations, one thing became clear — when government entities execute well across all Five Functions of Government, they function well overall, meaning they fulfill their purpose for their constituents.

In practice, here's what that looks like.

1. Plan

- a. **Definition:** This function refers to an agency mapping the ecosystem (i.e., all the people and organizations) and functional capabilities relevant to launching and running programs.
- b. **Example:** An emergency management department must identify the points of contact within local police departments, fire departments, Sheriff's offices, emergency medical services, utility companies, the Red Cross, FEMA regional offices, and community emergency response teams (CERTs) to effectively coordinate disaster response and recovery operations.

2. Communicate

- a. **Definition:** Once the proper group of individuals across government agencies and partner organizations have been identified, the next step is to reach those people across a diverse set of communications channels to provide the updates, information, resources, and guidance they need to execute an initiative.
- b. **Example:** During hurricane season, an emergency management department needs to send targeted evacuation orders via SMS to residents in flood zones, coordinate shelter-opening announcements through multiple channels to reach vulnerable populations, and provide real-time updates to first responders about road closures and resource deployments — ensuring critical information reaches the right people at the right time rather than getting lost in mass email blasts.

3. Coordinate

- a. **Definition:** Federated networks of people across organizations have to work together to launch special initiatives, advance an ongoing program, or deliver a critical service.
- b. **Example:** When a wildfire threatens multiple jurisdictions, an emergency management department must synchronize efforts between state forestry services, local fire departments, evacuation transportation providers, emergency shelters, and animal rescue organizations – requiring a shared operational picture where all partners can see resource availability, incident status, and evolving priorities rather than operating in siloed systems.

4. Organize

- a. **Definition:** This refers to the degree to which institutional knowledge and real-time information is centralized and easy to access. This directly relates to the speed and efficacy with which a government agency can execute an initiative.
- b. **Example:** Emergency management personnel waste valuable response time searching for mutual aid agreements, hazard mitigation plans, contact lists for critical infrastructure operators, and standard operating procedures scattered across email threads and outdated file systems – time that could be spent saving lives if all institutional knowledge were centralized and instantly searchable, especially during the critical first hours of a disaster.

5. Measure

- a. **Definition:** Agencies must monitor engagement and progress for both reporting requirements and data-driven policy improvements. By measuring what matters, they can scale what's working and modify what's not.
- b. **Example:** After a major flood, an emergency management department needs to track metrics like response times to 911 calls, number of people sheltered and for how long, volunteer hours contributed, resource expenditures by category, and community recovery milestones to demonstrate accountability to elected officials, secure federal reimbursement, and improve preparedness for the next disaster.

The five functions of government

Every government program, regardless of its focus, must effectively execute all Five functions of government operations. Roundtable’s platform is designed to support the real workflows and needs of public servants.

FUNCTION	DEFINITION	EXAMPLE	QUESTIONS FOR AGENCIES
PLAN	Map the ecosystem and capabilities needed to launch initiatives and run programs	An emergency management department must identify contacts within police, fire, Sheriff’s offices, hospitals, EMS, utilities, Red Cross, FEMA, and CERTs to effectively coordinate disaster response and recovery operations.	• How do you identify and maintain relationships with critical people, partners, and organizations? • How quickly can you find the right partner when urgent needs arise? • How current and accessible is your partner network information?
COMMUNICATE	Reach the right stakeholders with the right messages, consistently across channels	During hurricanes, emergency management must send evacuation orders to flood zone residents, broadcast shelter availability, and update first responders on road closures — delivering critical information to the right people.	• Can you reliably reach all critical stakeholders when it matters? • Do you meet partners where they are through their preferred communication methods? • How do you confirm that critical messages have been received and understood?
COORDINATE	Ensure networks of people across organizations can work together to launch initiatives, advance ongoing programs, and deliver critical services	When wildfires spread, emergency management must synchronize state forestry, local fire, transportation, shelters, and animal rescue — requiring a shared system for all partners to see resource availability and incident status.	• Where do organizational siloes prevent information sharing? • How effectively can partners collaborate across organizational boundaries? • Can all stakeholders access real-time updates on shared initiatives?
ORGANIZE	Centralize institutional knowledge for collective learning and fast answers	Emergency personnel are forced to waste response time during critical disaster hours searching for mutual aid agreements, mitigation plans, infrastructure contacts scattered across emails and outdated systems.	• How much time is lost searching for critical information? • Can external partners quickly access the information they need? • How do you preserve institutional knowledge despite staff turnover?
MEASURE	Monitor engagement for progress reporting, making data-driven decisions, and scaling what’s working.	After major floods, emergency management must track 911 response times, shelter statistics, and recovery milestones to demonstrate accountability, secure reimbursement, and improve future preparedness.	• How do you track and report on program outcomes and impact? • Can you easily demonstrate ROI and justify funding requests with data? • How do you identify which initiatives are working and should be scaled?

The Five Functions of Government form a virtuous loop; once measured, government initiatives benefit from review and return to planning.

In keeping with our example, emergency management organizations will face a future emergency. Analytics from a previous disaster might reveal that certain neighborhoods had significantly delayed response times, or that specific partner organizations (like specialized medical transport services or language-specific community groups) were missing from the contact database entirely. Shelter utilization rates, supply consumption patterns, and personnel deployment needs help planners more accurately forecast resource requirements. Qualitative and quantitative data about what worked and what didn't becomes searchable institutional memory for the next emergency.

The Five Functions of Government apply to the tens of thousands of state and local government agencies across the country, powered by the millions of public servants who dedicate their professional lives to serving their communities.

However, public servants executing the Five Functions of Government are hobbled by the technology available to them. The commercial software tools available — built to serve the structures and functions of private companies — are at odds with how government agencies operate.

Government-specific technologies that are purpose-built and designed for cross-organizational, omni-directional, inherently collaborative work are mission critical for the success of the public sector.

And yet, too many government agencies remain technologically underserved.

Government technology mismatch and the consequences

A typical tech stack of software tools in a state and local government agency is usually some combination of email, listservs, intranets, document repositories, messaging systems, learning management systems, customer relationship management (CRM) software, project management software, and newsletter tools.

The technology and mission misalignment in government — the structural and workflow deltas between public and private organizations — mean none of these tools, built for private companies, work as well as they should in government institutions.

The misalignment is not conceptual; it is real and it hurts public servants' ability to achieve their missions. Based on our work with hundreds of government institutions across the country, here are three prominent (among countless) examples of commercial software's embodiment of both structure- and workflow-related misalignment we've observed.

Customer relationship management (CRM) software

A slew of organizations both public and private use CRMs as the dominant modern tool for tracking relationships and managing contacts, and rightly so. They are fairly good at that. However, their primary purpose is to optimize the sales process, and thus as an industry, CRM product design's gravitational center is closing sales.

At its most basic, the sales process is linear — there is a prospect who might buy a product or service, and they move through the sales process. The users of the CRM either close the deal, resulting in a sale, or they don't and the prospect churns. In either case, the sales motion moves in one direction (towards close) and has a defined end point.

The problem? Government agencies don't sell.

Public servants need a map of contacts across their network to spin up new working groups, communicate across disparate organizations to provide guidance about changes in policy, and work together to execute initiatives. This mapping and managing of relevant people, partners, and programs comprises Function One of the Five Functions of Government: “Plan” — centralizing and providing easy access to institutional and real-time knowledge is directly related to the speed and efficacy with which a government agency can execute an initiative.

In short, they use CRMs to collaborate. That’s precisely because the ability for state and local government agencies to effectively do their work hinges on knowing who their partners are across public, private, and non-profit organizations.

Government work is embedded in overlapping networks. A single government contact might be involved in a working group, require communications about multiple initiatives, and be involved in executing numerous projects all at once.

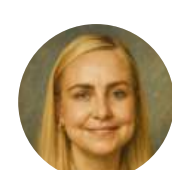
Rather than linear contact management (sales or even workflows like constituent services), government agencies need omni-directional contact management (collaboration). Without purpose-built tools, government teams have two ill-fitting options. One approach is tracking contacts manually, constantly referring back to their inbox and past emails or copy-pasting from lists in spreadsheets that go out of date quickly.

The other option is to try to use CRMs — which are designed for sales — as coordination tools. And because they’re not built for that, CRMs fall short in government agencies.

Document repositories

Document repositories like SharePoint, deployed in government agencies typically have strict permissioning and provisioning requirements and can only be used by a given agency. Dana Carey, Senior Business Services Administrator at the Prince William County Department of Social Services, felt this acutely:

“We kept getting stuck trying to create a shared platform. Something like a Sharepoint site is challenging because of the privacy and permissioning needed to ensure seamless collaboration with outside agencies. We need to be engaging with everyone – our team, the nonprofits, the faith-based organizations, and other government agencies.”



– Dana Carey, Senior Business Services Administrator, Prince William County Department of Social Services

Ensuring easy access for all involved persons and organizations for a given initiative is non-negotiable for government work. Function Four of the Five Functions of Government is “Organize” – centralizing and providing easy access to institutional and real-time knowledge is directly related to the speed and efficacy with which a government agency can execute an initiative.

If outside agencies, non-profits, faith-based organizations, and other government and partner organizations cannot even access information in a document repository, the software is siloed. Information siloes due to mismatched technology result in inefficiencies, duplicative efforts, and wasted time.

Artificial Intelligence

We've written at length¹ about the problem of mass market generative AI tools in government agencies. The crux boils down to utility: AI is more accurate and useful for government employees when it's built atop core data assets like documents and emails and the contextual metadata around those assets — information like who shared documents, when they were shared, and the conversations that surrounded them. Consumer LLMs are easy to use — just pop open a web browser! — but they're prone to hallucinations (i.e., making things up).

This is an unacceptable trade off for public institutions. Few of us would be happy to get our mail a day earlier if it meant 10% of our mail never came. The tradeoff is more acute when public servants are working to respond to emergencies or providing veterans the services they need.

The primary way organizations use LLMs exclusively with their own data, which helps ensure accuracy, is to stand up a private LLM instance, a time consuming and expensive process. Government agencies will allocate anywhere from 6 to 18 months and hundreds of thousands if not millions of dollars in staff and technical set up: Government IT must set up and provision secure GPU infrastructure, deploy vector databases for doc storage, build data pipelines to extract and transform information from existing systems, implement security and audit controls, tune the RAG LLM model's logic, and account for ongoing monitoring and maintenance of the system.

That is time and money government agencies, who are increasingly facing shrinking budgets, cannot afford.

Roundtable has built AI Answers², an AI-powered answer engine that comes included with Roundtable, ready to use on day one with no additional cost or implementation work. AI Answers exclusively integrates an agency's unstructured data — like PDFs, emails, spreadsheets, text-extraction from images, and more — into its database. Unlike consumer LLMs, AI Answers only cites your Roundtable data, avoiding irrelevant or inaccurate web content.

Whether a public servant is coordinating emergency response, onboarding a new grant recipient, or writing a policy brief, AI Answers retrieves the information they need quickly and reliably.

¹ Public sector AI will succeed (or fail) based on context;

<https://www.fastcompany.com/91356445/public-sector-ai-will-succeed-or-fail-based-on-context>

² Learn more about AI answers [here](https://www.civicroundtable.com/ai-for-gov); <https://www.civicroundtable.com/ai-for-gov>

“Public servants can use the AI Answers feature and know they're pulling from the exact text, but they don't need to spend 30 minutes digging through federal policies to find their answer.”



- Matthew Finley, Maricopa Association of Governments (MAG)

What technology built for government operations looks like

Section 4a: Plan

When executing an initiative, government agencies must map the ecosystem (i.e., the people and organizations) and functional capabilities needed to run programs. To house all homeless veterans, a state agency might need public health involved for mental health treatment; housing and zoning commissions to ensure adequate housing supply; non-profits who help build homes for those experiencing homelessness; the list goes on.

“With Civic Roundtable’s platform, we’ve created a network that didn’t exist two years ago, ensuring communities can adapt and respond to challenges in real time.”



– Ben Henderson, Director of Operations, State of Arizona

However, it’s functionally impossible to identify and include all pertinent stakeholders when contact information is scattered in static, out-of-date spreadsheets with incomplete information. More pointedly, if the leader of an initiative doesn’t know who owns a certain, critical piece of the initiative that can solve the identified problem, the initiative is functionally dead on arrival.

Roundtable’s CRM is purpose-built not to sell, but to manage a diffuse group of ever-changing individuals associated with certain skillsets, organizations, and working groups necessary for a government agency to achieve an outcome.


roundtable




Roundtable

People

Organizations

Emails

Analytics

LISTS

Statewide CoP

Health executives

County officials

Non-Profit Partners

Nutrition Team

Disease Team

Rapid Response Team

Community clinics

Monthly working group

People

1,129 People

Position: ▾

Organization ▾

Location: ▾

Tags: ▾

Active spaces: ▾

NAME ▾	EMAIL ▾	POSITION ▾	ORGANIZATION ▾	LOCATION ▾	TAGS
 Dr. Sarah Chen	schen@healthequity.org	Executive Director	Health Equity Alliance	Seattle, WA	public health working group
 Marcus Thompson	mtompson@dhhs.gov	Deputy Commissioner	Department of Health and Human Services	Atlanta, GA	public health
 Dr. Fatima Al-Rashid	falrashid@communitywell.org	Chief Medical Officer	Community Wellness Foundation	Chicago, IL	public health working group
 Jennifer Rodriguez	jrodriguez@dph.gov	Epidemiology Program Manager	State Department of Public Health	Phoenix, AZ	public health
 Robert Kimura	rkimura@preventionfirst.org	Senior Policy Analyst	Prevention First Initiative	Portland, OR	public health working group
 Dr. Amanda Foster	afoster@mch.gov	Director of Maternal Health	Bureau of Maternal & Child Health	Richmond, VA	public health
 David Okonkwo	dokonkwo@healthaccess.org	Community Outreach Coordinator	Access to Care Network	Detroit, MI	public health
 Lisa Patel	lpatel@diseasecontrol.gov	Infectious Disease Specialist	Center for Disease Control & Prevention	Denver, CO	public health working group
 Michael Greenwood	mgreenwood@ruralhealthnet.org	Program Director	Rural Health Network	Des Moines, IA	public health
 Dr. Rachel Bernstein	rbernstein@mentalhealth.gov	Behavioral Health Administrator	State Mental Health Authority	Boston, MA	public health working group

It is a configurable directory that enriches each point of contact with historical information and relationships between a contact, organizations, and skillsets. Roundtable’s CRM updates automatically, ensuring network mapping remains up to date as people move between organizations and responsibilities change, enabling anyone to immediately and easily find the people they need to in order to begin government work.

“Roundtable is crucial because it helps map your ecosystem. It lets you know who’s who at the table and who you could bring to the table.”



– Haleigh Owens, Home Services Planner, Maricopa Association of Government (MAG)

“People were really having a hard time... They were chasing emails, Whatsapps, communications, text messages and phone calls, trying to figure out who’s who, what’s going on where, and who can get in contact with who for what.”



– Dr. Eugene Livar, Chief Heat Officer, State of Arizona

Section 4b: Communicate

Once the proper group of individuals across government agencies and partner organizations have been identified, the next step is to reach those people across a diverse set of communications channels to provide the information, action items, data, and pertinent updates they need to execute an initiative. However, this is traditionally done a few ways, each with defined drawbacks:

1. Mass emails that clog inboxes, get lost in spam filters, ignored, and require hours to batch and send
2. One-off emails and phones calls that do not afford the opportunity for knowledge sharing
3. Video calls with a few attendees and poor methods for distributing the content and the learnings from it, if it’s shared at all
4. Annual conferences where the access to and value of information vacillates wildly depending on who a public servant interacts with and what rooms they’re in.

Communications failures are a major blocker to government operations. Horizontal communication with a federated network of people, all of whom are responsible for owning a small piece of an initiative, is mission-critical. Everyone needs to know what they need to know in order to do their job.

Roundtable increases communication effectiveness by enabling public servants to communicate through multiple channels, including in-platform announcements, emails, SMS, and recurring digests. Ultimately, this means people are more likely to engage with and respond to messages.

Email Performance

Delivered	Bounced	Spam	Opened	Clicked
41	0	0	36	22

Subject:

Monthly Governor's Staff Public Health Meeting

From:

Michaela <Michaela@Staff-Governor.com>

To:

Monthly-Public Health

41 recipients

Dear Public Health Team,

I hope this message finds you well. I'm writing to provide details for our upcoming monthly Governor's Staff Public Health meeting and to share the agenda items we'll be covering.

As we approach the end of October, we have several critical public health initiatives and updates to discuss that require coordination across our departments. The Governor's office has emphasized the importance of our collaborative efforts in addressing the state's current health priorities.

Meeting Details:

Roundtable also enables public servants to segment and target outreach with custom tags and curated lists in a few clicks.

“Roundtable provides a platform for cross-agency communication, allowing us to connect with peers who are facing similar challenges in different contexts. This collective brain trust is invaluable because it lets us draw from a diverse pool of knowledge and experience. Just as a rising tide lifts all boats, having access to this network means we can share insights and resources that benefit everyone.”



– Kay Brooks, Oregon Housing and Community Services (OHCS)

"Everyone had a different platform, like Zoom or Teams or whatever the other ones are. We're sharing real-time data and emergent information. We don't have time to constantly approve permissions and juggle a variety of tools to work with our partners to help our constituents."



– Betsy Camara, Pima County Heat Relief and Response Manager,
Pima County Department of Public Health

Section 4c: Coordinate

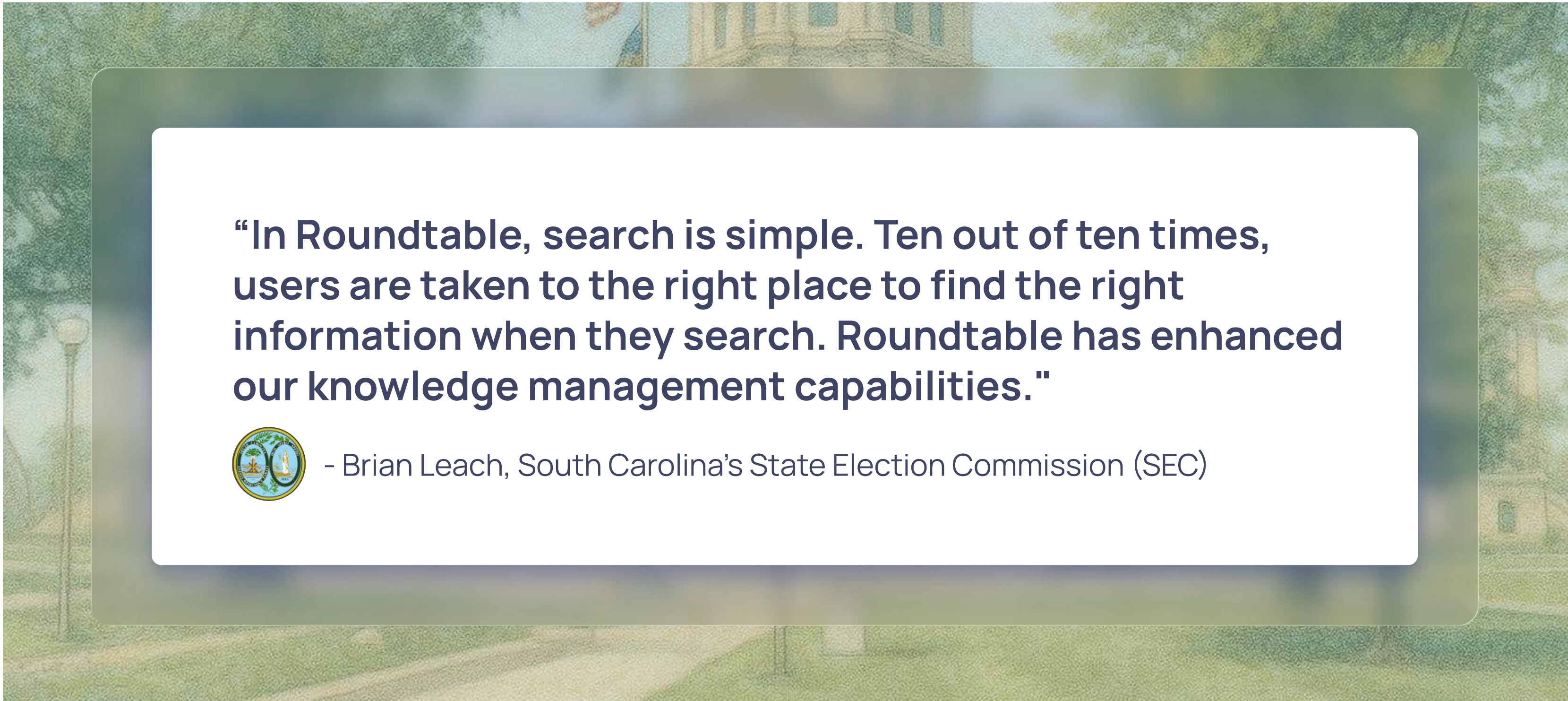
Part and parcel with communication across federate networks is coordination. These federated networks of people across organizations have to work together to achieve an initiative. However, policy goals, strategic initiatives, and service delivery unravels because partners are disconnected, underlying systems are siloed, and visibility is limited. Imagine multiple organizations trying to work together, each with their own chat systems, contact management systems, and document repositories that do not talk to one another. If the left hand doesn't know what the right hand is doing, of course public servants will be slower and less effective at achieving their goals.

Roundtable solves this problem by deploying shared workspaces and workflows designed for interagency collaboration. Any agency and its partners have a secure, common operating picture for discussions, resource- and information-sharing, events, and other information. Not only do workspaces make real time collaboration simpler and easier, but it also serves as a functionality to build institutional memory – when all pertinent information about an initiative is housed in one place, onboarding new personnel is much faster and simpler.

Section 4d: Organize

Workers spend an inordinate amount of time simply searching for information in order to be able to do their jobs precisely because it's scattered across disparate systems, buried in email threads, and PDFs are housed on different websites.

Studies vary, but on balance, workers spend between 8 and 12 hours every single week³ on knowledge retrieval, and public sector employees are not immune.



"In Roundtable, search is simple. Ten out of ten times, users are taken to the right place to find the right information when they search. Roundtable has enhanced our knowledge management capabilities."



- Brian Leach, South Carolina's State Election Commission (SEC)

Centralization of institutional and real-time knowledge is, then, directly related to the speed and efficacy with which a government agency can execute an initiative. Because the platform has dedicated workspaces where cross-functional groups of individuals can collaborate, Roundtable has also cultivated a unique data asset — all the resources, documents, and conversations public servants are having in Roundtable — that can serve as the foundation for AI-powered information retrieval.

 AI Answers

New conversation

Catch me up!

Discussions:

- On July 22nd, [@Alex](#) posted about Veterans Services Organizations resources, providing a link for easy access, and received a quick “thanks” for sharing.
- On July 24th, [@Nadia](#) highlighted state-wide resources for extreme heat, directing members to a helpful resource for extreme heat relief.

Events:

- The "Weekly Check-In" event took place on July 24th at 24 Washington St. where the department heads met to share updates and milestones, and plan next steps
- On July 27th, the Interagency Coordinating Committee met. Attendees discussed budget review, pending questions, and Q4 planning.

Resources:

- [@Jessica](#) shared several detailed heat relief resources including the City's 24/7 HEAT Line (555-359-8004) and the HEAT team email (HEAT@agency.gov) as key points of contact.
- [@Amy](#) shared resources supporting veterans, including a list of veterans services organizations, and a report detailing the Veterans Affairs FY 2025 budget

Next steps for you:

- RSVP for the upcoming Weekly Check-In

Let me know if you want more details on any of these updates!

SOURCES:

 RECORDING_Weekly+Check-In.2025.05.24.mp4 Veterans_Services_Orgs_Updated.pdf

 Heat Team Calendar Budget_Analysis_MidYear_25.xlsx Weekly Check-in

 Agenda_Inter_Coordination_Meeting_July.docx Extreme_Heat_Information_Sheet.pdf

 USVA_2024_Fiscal_Report.pdf Notes_Weekly-Check-In_0714_24_JW.docx

 RECORDING_Interagency_Comm_7-25.mp4

The result is AI-created assets that are accurate, useful and secure. The simplest form of AI in Roundtable is information retrieval – in Figure 6 above, a user has asked a question and Roundtable instantly provides verified information to answer the user’s query.

³ **Various Survey Statistics: Workers Spend Too Much Time Searching for Information:** Study one says 9.3 hours per week; study two says 8 hours per week; study three says 12. Picking the middle between the high and low seems fair; <https://cottrillresearch.com/various-survey-statistics-workers-spend-too-much-time-searching-for-information/>

Section 4e: Measure

The final function of most government initiatives is measurement — monitoring engagement and progress for both reporting requirements and data-driven policy improvements. However, too often, state and local government agencies have access to few, if any, reliable data sets about resource usage, partner engagement, or communication gaps.

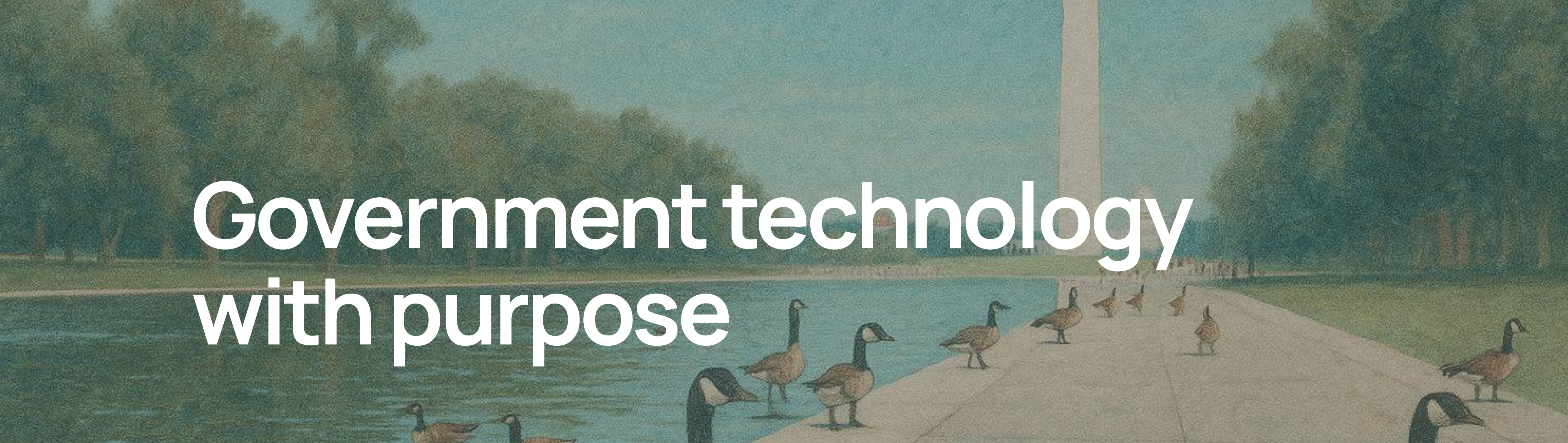
While qualitative data — how a community feels about a given government initiative — is critical, goal setting and qualitative measurement of the impact of a government initiative is the best way to understand how the government is performing and how well (or not) government is executing against its goals.

Roundtable comes with a suite of robust analytical tools and dashboards to enable initiative leaders to quantitatively understand how effectively its agency and partners are operating. The platform's analytics are updated in real-time, with everything from granular information about engagement for individual assets to high-level data like trends over time.

"I live in the analytics dashboard to see what's trending, what questions people have, what resources are working, and what aren't."



- Rafael Romero, Essex County, New Jersey



Government technology with purpose

The structural mismatch between commercial software and government operations isn't a minor inconvenience — it's a fundamental barrier preventing millions of public servants from effectively serving their communities. When a housing coordinator can't find the right nonprofit partner, when an emergency manager wastes precious hours searching for mutual aid agreements, when critical information sits locked in siloed systems that partners can't access, real people suffer the consequences.

Families stay homeless longer. Disaster response is delayed. Resources are duplicated while gaps remain unfilled.

Solving this problem is Roundtable's mission.

We've spent years listening to public servants across hundreds of government institutions, understanding not just what frustrates them about their tools, but what they actually need to do their jobs well. The Five Functions of Government — Plan, Communicate, Coordinate, Organize, and Measure — aren't abstract concepts. They're the daily reality of how public servants turn policy into practice.

Today, available technology is failing the people who work on behalf of their communities because it wasn't built with their organizations and their daily work in mind. Public servants shouldn't have to work around technology that wasn't built for them. They, and the communities they serve, deserve better.

Government operations require purpose-built solutions that understand cross-organizational collaboration, federated networks, and omni-directional workflows. Roundtable's government operations platform is geared to help public servants regardless of their agency type, size, or mission do what they need to — execute the Five Functions of Government in a single common operating picture. At Roundtable, we hold a fundamental conviction: When we build for public servants, we enable better lives in communities across the country.

Every hour a public servant saves searching for information is an hour they can spend helping a veteran find housing, coordinating disaster relief, or improving public safety. Every initiative that moves faster because partners can actually coordinate means real outcomes for real people.

This is worthy work. Public servants dedicate their professional lives to serving their communities. In return, we must build technology that serves them.



The Government Operations Platform
civicroundtable.com